Sector Strategies: State Policy and Regional Industry Partnerships to Align Workforce and Economic Development
February 5, 2010

Roundtable Discussion Results

Note: Only responses to questions 3 and 4 were recorded.
However for Questions 2 - *What sort of cross-agency work do you engage in now? What opportunities do you see for cross-agency collaboration with regional IPs?* The responses covered most state agencies and some regional: DWD, WTCS, DPI, Commerce, DOT, DHS, DH, Job Centers

3. **Industry Partnerships (IP) require that system change occurring at the state level is clearly translated to the processes and people working "in the field." How might the state accomplish this most effectively? What challenges might you encounter locally that make implementing IPs challenging?**

   - Nurture entrepreneurship and make the connections
   - Allow dignity in risk-taking
   - Decision-maker understanding that different approaches work differently
   - One size doesn't fit all
   - Have a support structure to be able to make a mistake and be able to re-group
   - Realize we don't have all the answers and being able to find/locate resources for input (locally and regionally)
   - Create sub-groups and have targeted, focused conversations.
   - "Initiative creep"
   - Model the behavior at the state level
   - Communicate
   - Celebrate success
   - Sharing data policies
   - Actionable, informative data
   - Continue to use workforce development is economic development
   - INCLUDE local leaders in discussions about building local economy (town boards, school boards) business leaders
   - Rethink use of public resources so they serve multiple target groups (school computer labs, libraries)
   - Support informal networking
   - Build agreement of common direction
   - DATA
     - Feds outdated occupations, need new "green" occupations on list
     - Re-focus definitions on current occupations
       - Where/what makes an occupation green?

- o What jobs will be available in the future?
- Differences between agencies across regions
- Communication-learning about other's innovation
- Basic computer skill problems keep people from using online systems
- Lack of coordination
- Common language across agencies and common metrics
- Gov workforce conference-emergence into culture of other agencies
- WIA roundtables (DET, DVR, WTCS, DWD, Boards, K-12, tourism)
- Local-state interagency guidance
- Local collaboration planning teams-WDBs
- Establish political <u>will</u> partners
- Employer buy-in
- When conceiving of industry partnerships, how do we transcend a sense of paralysis generated from the myriad challenges and barriers: (i.e. financial sustainability, state to local translation of objectives and evaluation, etc.)
- Must think of this as long-term infrastructure building and sustained communication with employers by the system that reaches the right people inside the firm (not just HR managers).
- A lot going on locally, but rarely organized and not translated at the state level
- Top down, give permission to take risks
- Less prescribed partnerships-set outcomes and expectations and leave path to achievement to local champions
- Improve communication-both up the chain and down-and continuously sharing information and knowledge
- Recognize urban and rural challenges and paradigms
- Quarreling competition, building trust and trustworthiness
- Collaboration vs. competition

4. What supports from the state would be most useful for the field?
- Budget - funding
- Time!
- Can't do more with less-is this really a priority?
- Aging workforce-change w/o training-what resources do we have to package aging workforce into the priorities?
- Prioritize initiatives for us so we can communicate to the field
- Sustainable training/PD that's just-in-time
- Top-down support that is clear & concise: prioritize initiatives, communicate feedback both ways
- Keeping the plate contained w/o it becoming a platter
- Data-LDS is critical!
- Social networking-create a group!!
- LMI

- Same messages of cooperation/collaboration coming down in each agency (DWD, Commerce, WTCS)
- WTCS Business & Industry liaisons as "conveners"
- Find ways to work outside of silos, rules, more of a seamless system
- Take care of the rules behind the curtain and before you meet with industry
- Understand industry needs then figure out how to serve them
- Listen, not talking
- "google time" to think about how to address a need (outside of box)
- Change from linear thinking only for progression
- Infrastructure support (computers, phone, internet access, cell towers)
- More data and support from research/think tanks
- Legislative support for leveraging $ from private foundations
- Union support for strategy implementation
- Media, communication
- Cross funding/cost sharing break down silo $
- "Random" interagency connections-how to intensify, focus, multiply?
- State level progresses for today's kind of group
- Present different models for starting IPs-cultivate leaders & conveners
- Incent/coordinate "behind curtain" agency discussions at regional level
- Professional development on IPs for regional entities is key
- Strategy for sustaining effort past current funding
- Overcome mistrust of government involvement
- Cross training for agency staff on regional data
- $$, resources, goals, programs
- Common links across agency websites and statewide IP website w/ good design
- Less prescriptive in mandates, more focus on outcomes-leave local decision-making to locals & over time
- Give consistent message
- Bring in national experts & trendsetters/best practitioners to share info and lessons learned
- Availability of LMI data coupled with local available info (i.e. WTCS, WDBs)
- Ongoing discussion and access to training
- Flexibility of programs (ability to address needs more quickly)
- Grant coordination and marketing of partner agency resources
- Employer and worker first when developing programs, grants, etc.
- Communication streams-to employers incumbent/DL workers
- Mindsets-changing it
    - Parents, trainers, educators, employers
    - Rural vs. urban
    - broadband

Roundtable Discussion Themes

Below are the common themes from Questions 3 and 4.

- Flexibility in programs and funding - allow risk-taking and making mistakes

- Communication: common language (focus and direction), common metrics, consistent message, regular updates and communication between, among agencies

- Less top down prescriptions, more modeling and support at the state level

- Networking: social networking, informal networking, Website statewide on IP, links to agency websites

- Data: LMI, cross training for agency staff on regional data, more data and support from research/think tanks

- Define: intermediaries, "behind the curtain"

- Identify local models of IP, cultivate leaders & conveners

- Long-term infrastructure building

- Resources and financial sustainability, continued funding after initial funding gone, break down or blend funding streams / silos

- Interagency collaboration vs. competition